

News Letter

AMERICAN MANAGEMENT ASSOCIATION

20 Vesey Street

New York, N. Y.

No. 41

September 1, 1927

Autumn Convention Program

The Autumn Convention will be held at the Palmer House, Chicago, November 1 to 3, preceded by a meeting of the Institute of Management and followed by a one-day meeting of the Office Executives' Division (November 4).

The program of the Autumn Convention will consist of a day and a half devoted to Departmental Budgeting; a half day devoted to Incentives for Executives at which Morris E. Leeds, President of The Leeds & Northrup Company, will present the leading paper.

A half day devoted to Discovering Junior Executive Talent will include the results of a study by Dr. W. W. Charters, which has been going on for several months.

A half day will also be devoted to the subject of Creating and Maintaining Morale.

Harvey G. Eller, Department of Personnel of Armour & Company, has prepared this part of the program, which will consist of papers by Henry W. Cook, Vice President, Northwestern National Life Insurance Company, on Morale of Office Workers; E. K. Hall, Vice President, American Telephone and Telegraph Company, on Morale of Manual Workers, and C. K. Woodbridge, President, Electric Refrigeration Corporation, on Morale of Field Sales Forces.

Office Executives' Division

The Office Executives' Division of the Association will have its regular meeting on Friday, November 4, at the Palmer House, Chicago, immediately following the regular Autumn Convention. The forenoon will be devoted to the subject, "Measuring Office Output," when the Committee, headed by John Mitchell of the General Electric Company, will present a report of the studies being carried on in a large number of companies in the Association.

During the afternoon there will be papers on "Considerations in Installing Salary Standardization," by

Eleanor H. Little, Industrial Engineering Department, United States Rubber Company, and "Practice Regarding Extra Compensation for Office Employees," by H. J. Taylor, Assistant to President, Jewel Tea Company, Inc.

There has been a rapidly growing interest in salary administration and problems of compensating office employees and also the measuring of office output. Salary standardization is growing rapidly and the work of Mr. Mitchell's Committee has stimulated a great deal of interest in the measuring of office output. When the study on measuring office output was begun, the Committee could discover only about 25 companies which had done anything on this subject and now it is familiar with approximately three times as many which are delving into important new developments.

Management Week

The subject for Management Week, October 24 to 29 this year, is Management's Share in Maintaining Prosperity.

The following groups are taking an active part in Management Week: American Institute of Accountants, American Society of Mechanical Engineers, Society of Industrial Engineers, Life Office Management Association, National Association of Office Managers, Taylor Society, National Association of Purchasing Agents, National Association of Foremen and the American Management Association.

The officers of the American Management Association express a desire that members of the Association in various cities will co-operate to the fullest extent possible.

For further information regarding Management Week, members should write to R. M. Hudson, Secretary-Treasurer, National Committee on Management Week, Department of Commerce, Washington, D. C.

Production Conference

Arrangements were made last February by which, when the Management Division of the American Society of Mechanical Engineers holds a meeting, the Production Executives' Division of the American Management Association will co-operate. Similarly, when the Production Executives' Division of the American Management Association holds a conference, the Management Division of the American Society of Mechanical Engineers will co-operate.

This plan was put into effect at the Detroit meeting of the Production Executives' Division in April, and the American Management Association wishes

to express its appreciation of the co-operation given by leaders of the Management Division of the American Society of Mechanical Engineers in connection with that conference.

On October 26 and 27 the Management Division of the American Society of Mechanical Engineers will hold a meeting at Rochester.

The program tentatively is as follows:

First Day—Morning Session

Subject: Co-ordinating Wage Incentives and Production Control.

Chairman: W. ROY McCANNE, General Manager, Stromberg Carlson Company.

1. Paper by OSCAR GROTHE, Vice President, White Sewing Machine Corporation, Cleveland, and Vice President-in-Charge, Production Executives' Division, American Management Association.
2. Paper by S. C. HOEY, Assistant Superintendent, Westinghouse Electric & Manufacturing Company, East Pittsburgh.

Afternoon Session

Subject: Co-ordinating Quality Control and Production Control.

Chairman: G. S. RADFORD, Consulting Engineer, New Canaan, Connecticut.

1. Paper on **Control of Quality**, by WALTER W. GRAPER, Bausch & Lomb Optical Company, Rochester.
2. Paper by J. H. MARKS, Purchasing Manager, Packard Motor Car Company, Detroit.

Second Day—Morning Session

Subject: Economic Problems in Production.

Chairman: HENRY T. NOYES, President, Art in Buttons.

1. Paper on **How to Determine Expenditures in Material Handling Equipment**, by GEORGE HAGEMANN, Assistant Editor, Manufacturing Industries.
2. Paper on **How to Determine the Economic Lot Sizes**, by F. E. RAYMOND, Crosby Steam Gage & Valve Company.

Afternoon Session

Subject: Plant Location.

Chairman: HARRY STEVENS, President, Rochester Folding Box Company.

Papers on **Factors to Be Considered in Plant Location**, by TYLER S. ROGERS, District Manager, The Ballinger Company, Philadelphia, and others.

Institute of Management

The first technical meeting of the Institute of Management will be held at the Palmer House, Chicago, Illinois, Parlor 9, Monday, October 31. H. G. Kenagy of Armour & Company, Union Stock Yards, Chicago, Chairman of the Technical Meetings and Publications Committee, is responsible for the arrangement of the program, which will include about five papers dealing with management research methods.

Apprentice Training Group

Those who are interested in the detailed operations of an apprentice training system are requested to inform the Managing Director, at 20 Vesey Street, New York City, at the earliest possible date.

Tests for Employees

Those who are interested technically in the subject of tests for employees are requested to write the Managing Director of the Association at 20 Vesey Street, New York City, in the near future, as an early meeting of such a group is contemplated.

Salary Administration Group

Those who are interested in problems of salary administration are requested to write to Harold B. Bergen, Manager of Personnel Department, Henry L. Doherty & Company, 60 Wall Street, New York City, as Mr. Bergen has accepted the chairmanship of such a group. Mr. Bergen will appreciate it if those writing him will outline some of the problems which they would like to have discussed.

Market Analysis Group

Those who are interested in an intimate and detailed discussion of market analysis problems are requested to write W. J. DONALD, at 20 Vesey Street, New York City, just as soon as possible.

Forecasting Group

There is an increasing number of executives of companies who are doing intensive work on forecasting for their corporations. Those who are interested are urged to write the Association just as soon as possible, outlining what sort of subjects they would like to have discussed. It is anticipated that the discussion of this group will go into matters a great deal more deeply than would be possible in a public meeting. This applies not only to the technique of forecasting work, but also to tentative opinions and impressions which forecasting officials of companies may have.

Marketing Management Literature

- ☐ Compensation Plans Based on Analysis
of Sales Cost\$.75
By H. G. Crockett, Resident Engineering
Partner, Scovell, Wellington & Company.
 - ☐ The Point System of Compensation75
By William Sample, Vice-President, Ralston
Purina Company, Inc.
 - ☐ The Partial Payment Plan75
By Donald M. Marvin, Economist, The Royal
Bank of Canada, Inc.
 - ☐ Straight Salary Plan After Trials of Point
System, Bonus and Commissions75
By George D. Olds, Jr., General Sales
Manager, The Hills Brothers Company.
 - ☐ Various Commission Plans of Compen-
sation75
By C. P. Staubach, Manager Newark Agency,
Burroughs Adding Machine Company.
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20 Vesey Street

New York, N. Y.

Please send me your Marketing Management
literature as checked above.

Name

Title

Company

Address

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Financial Management Literature

- ☐ Statements and Statistics As Working
Tools of Effective Management\$.75
By H. V. Coes, Vice-President and General
Manager, Belden Manufacturing Company.
- ☐ The Use of Ratios and the Recognition
of Trends and Fundamental Relation-
ships in Preparing Statements and Sta-
tistics75
By G. M. Pelton, Financial Analyst, Swift &
Company.
- ☐ Devices for Making Statements and Sta-
tistics Truly Comparative75
By M. B. Folsom, Assistant to the Chairman,
Eastman Kodak Company.
- ☐ Functions of Financial and Accounting
Executives 1.50
The Functions of the Treasurer.
By F. M. Kasch, Treasurer, Jewel Tea Co.,
Inc.
The Functions of the Comptroller.
By E. B. Overbeck, Comptroller, The Eagle-
Picher Lead Company.
The Functions of the Secretary.
By George D. Hopkins, Secretary, Wilson &
Co., Inc.
The Functions of the Auditor.
By C. E. Jarchow, General Auditor, Inter-
national Harvester Company.
The Functions of the Chief Accountant.
By A. Perrow, Chief Accountant, Illinois
Bell Telephone Company.

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Production Management Literature

- ☐ Procedure for Locating Causes of Unnecessary Expenditures and for Indicating the Executive Action for Their Control ...\$.75
By Wallace Clark, Consulting Management Engineer.
 - ☐ Reducing Production Costs Through Training Old and New Workers75
By Walter S. Berry, Director of Training, Scovill Manufacturing Company.
 - ☐ Controlling Avoidable Manufacturing Expenditures During an Increase or Decrease in Production75
By H. G. Perkins, Industrial Engineer, Chrysler Corporation.
 - ☐ Control Points in Manufacturing Expenditures75
By Oscar Grothe, Vice-President, White Sewing Machine Company.
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